



Volume 4 Service Requirements

Single Party Framework Agreement for Commercial and Programme Oversight Services for the Refurbishment of Artist Workspaces for Dublin City Council on foot of an initial contract for Refurbishment Works of an Artist Workspace at St Werburgh's Church.

CONTENTS

1. COMMERCIAL AND PROGRAMME OVERSIGHT SERVICES	3
1.1 CONTRACTING AUTHORITY	3
1.2 PROJECT TITLE	3
2. REFURBISHMENT OF AN ARTIST WORKSPACE FOR ST WERBURGH'S CHURCH (INITIAL CONTRACT)	5
2.1 PROJECT OBJECTIVE.....	5
2.2 PROJECT DESCRIPTION	5
2.3 SITE OVERVIEW AND PROJECT CONTEXT	5
2.4 BUDGET	5
3. SERVICES REQUIRED	6
3.1 OVERALL RESPONSIBILITIES OF THE COMMERCIAL AND PROGRAMME OVERSIGHT SERVICE PROVIDER	6
3.2 CWMF STAGES.....	7

1. COMMERCIAL AND PROGRAMME OVERSIGHT SERVICES

1.1 Contracting Authority

The Contracting Authority, Dublin City Council (DCC) is the largest Local Authority in Ireland, employing approximately 6,100 staff. The 2026 Revenue Budget amounts to €1.69 billion, while the three-year Capital Programme 2025 to 20276 amounts to €3.348 billion. The Council provides a wide and diverse range of services to the citizens of Dublin City (population in excess of 500,000), to businesses and to visitors to the city. Activities are carried out in both the physical works area (e.g., provision and maintenance of housing, roads) and in the areas of arts, sports, recreation and social services (e.g. libraries, sports facilities parks, community development and housing welfare services).

The City Council also provides emergency services through Dublin Fire Brigade. Council facilities are spread geographically throughout the city and are also located outside the Dublin City Council area. The Council headquarters are located at Wood Quay, Dublin 8.

Dublin City Council is responsible for the social, economic, infrastructural and cultural development of the city. The range of services provided by Dublin City Council is best summarised by listing the programme group structure used by central government to classify the activities of all local authorities:

- Housing & Building
- Road Transportation & Safety
- Development Incentives & Controls
- Environmental Protection
- Recreation & Amenity
- Education, Health & Welfare
- Miscellaneous Services

Further information is available at our corporate website www.dublincity.ie

1.2 Project Title

Dublin City Council (the “Contracting Authority”) seeks to engage Commercial and Programme Oversight Service s to oversee and manage the refurbishment of a number of complex refurbishment projects located within Dublin City Centre which will be converted into Artists Workspaces.

The Commercial and Programme Oversight Service Provider will be responsible for managing the architect-led design team, managing the overall budget and cost on the projects and ensuring the project’s successful completion from commencement through to handover.

For the initial contract at St Werburgh’s Church, the scope of the Commercial and Programme Oversight Service Provider’s appointment covers both the Enabling Works and the Main Works, which are being procured as a combined tender under a new Framework for Conservation Works. Enabling Works are to be treated as an integral part of the Project scope, not a separate or excluded appointment, and the appointment continues through to completion of the Main Works.

For the initial contract, the Commercial and Programme Oversight Service Provider’s appointment commences at Stage (ii) Detailed Design/Design Phase Management, as Stage (i) Project

Initiation/Design Team Procurement has already been completed by the Contracting Authority for this project. For other projects called off under this Framework, the appointed Commercial and Programme Oversight Service Provider must be capable of providing the full range of services set out at Stages (i) to (iv) below, as required on a project-by-project basis, commencing at whichever stage each such project has reached at the time of call-off.

The Commercial and Programme Oversight Service Provider will be appointed by way of a Single Party Framework Agreement for a period of 4 years with a maximum estimated value over the lifetime of the framework of €3,000,000 (ex VAT). For the avoidance of doubt, the period for delivery of any contracts awarded under the framework may extend beyond the date of expiry of the framework agreement.

The establishment of the framework agreement is subject to the provisions of Directive 2014/24/EU and is being awarded using the open procedure.

The Single Party Framework Agreement will be established on foot of an initial contract for the refurbishment works at St Werburgh's Church into an Artist Workspace.

Further contracts to be awarded under this framework will be done so by way of call off contract to the successful framework member.

Other contracts under this framework may include, but are not limited to:

- Inner-city high street Artist Studies and refurbishment.
- Refurbishment of a theatre building reinstated to its original performance use.
- Other spaces as appropriate

If for any reason it is not possible to conclude a framework agreement with the tenderer invited, or if having concluded that framework agreement the Contracting Authority decides to terminate the appointment of the framework member, the Contracting Authority reserves the right to admit the next highest scoring tenderer(s) to that framework agreement on the basis of the same terms and as tendered by that party at any time during the tender validity period. This shall be without prejudice to the right of the contracting authority to cancel this competitive process and/or initiate a new contract/framework award procedure at its sole discretion.

In addition, the Contracting Authority reserves the right to review the suitability of the successful tenderer prior to the conclusion of the framework agreement and/or prior to the award of a call off contract under this framework agreement to ensure that there has been no material change to the standing of that tenderer.

The award of contract(s) under the framework agreement is subject to available funding.

2. Refurbishment of an Artist Workspace for St Werburgh's Church (Initial Contract)

2.1 Project Objective

The primary objective of the Commercial and Programme Oversight Service Provider is to ensure the refurbishment aligns with the Contracting Authority's requirements and operational needs while maintaining the project's timeline, budget, and quality standards. The Commercial and Programme Oversight Service Provider will oversee the architect-led design team and coordinate with various stakeholders to ensure that the space is ready for use by the Contracting Authority in accordance with their operational needs.

2.2 Project Description

A suitably qualified and experienced Commercial and Programme Oversight Service Provider is required to manage an integrated design team services for the refurbishment of an Artist Workspace for St Werburgh's Church into an artist's workspace; covering both the Enabling Works and Main Works, which are being procured as a combined tender.

2.3 Site Overview and Project Context

St Werburgh's Church is located on Werburgh Street, Dublin 8, in the historic core of the city immediately adjacent to Dublin Castle. The Church is a protected structure and a National Monument, with a history on the site dating to medieval times and the current building substantially dating from the 18th century.

The Church holds particular cultural significance as a venue associated with the Dublin premiere tradition of Handel's Messiah, a heritage link that informs the venue's intended future programming identity.

The site sits within the wider Werburgh Street Development and Regeneration Area (SDRA), a masterplan being progressed jointly by Dublin City Council and the Office of Public Works (OPW), which also encompasses Castle Street, Hoey's Court, the adjoining City Wall, Little Ship Street and Dean's Car Park. Site access, an infill building abutting the Church's access building, and a proposed new entrance off Castle Steps near the Church graveyard are among the matters being coordinated with the SDRA masterplan process, and the appointed Commercial and Programme Oversight Service Provider will need to liaise with this parallel workstream where site interfaces arise.

The project comprises essential repair and refurbishment works to conserve and protect the Church and to enable its continued use as a cultural venue, converting the building into an artist's workspace and civic heritage music venue with an approximate 170-seat capacity, suited primarily to classical, choral, organ, chamber and spoken word programming.

2.4 Budget

The notional capital value for the St Werburgh's Church refurbishment project is estimated at €6.2m ex VAT.

At each stage of the design process and at each cost estimate stage, the Commercial and Programme Oversight Service Provider must ensure the costs are within the budget and use value engineering methods to reduce costs where possible.

3. Services Required

The purpose of the role is to review all the activities of the project design team and provide DCC Arts Office with an update on the key project issues and risks. The role will cover all activities from the feasibility stage of the project through to completion and through to handover of refurbished building to the client. This will include, but is no limited to the following:

3.1 Overall Responsibilities of the Commercial and Programme Oversight Service Provider

- **Client Reporting**
 - Report on design team monthly Progress Reports covering programme status, cost updates, risk movements, procurement progress and key decisions.
 - Produce dashboard-style summaries presenting RAG status, budget variance, milestone tracking and risk exposure.
 - Action logs and decision trackers updated after every meeting to ensure accountability and traceability.
 - Clear escalation summaries highlighting items requiring client approval or intervention.
 - All reporting must be concise, visual and aligned with DCC's preferred formats, ensuring clarity and ease of review.
- **Programme Management**
 - Comment on the design team development of a baseline master programme covering design, statutory approvals, procurement, construction and handover.
 - Review and comment on Milestone-driven planning to maintain clarity on critical path activities.
 - Attend programme reviews with the design team to track progress and identify slippage early.
 - Use of early warning notices to flag potential delays or risks.
- **Cost Control**
 - Review design team Cost checks at each design stage to ensure alignment with budget parameters.
 - Review design team Tender analysis and procurement advice to ensure competitive pricing and compliance with public procurement rules.
- **Integration of PM and QS Functions**
 - Attendance at all project meetings, ensuring consistent messaging and unified advice to the client.
 - Combined reporting, where cost, programme and risk information is presented in a single consolidated report.

- Collaborative decision-making, ensuring that cost and programme impacts are assessed together before recommendations are issued.
- **Communication with DCC Arts Office**
 - Prioritise clear, structured and proactive communication.
 - Single point of contact (Project Manager) for all day-to-day queries.
 - Weekly check-ins (virtual or in-person) to provide updates and confirm priorities.
 - Monthly formal progress meetings supported by full reporting packs.
- **Communication with Wider Project Team**
 - Establish a collaborative environment across all stakeholders:
 - Kick-off workshop to align roles, responsibilities and communication pathways.
 - Structured meeting cycle including design team meetings, cost reviews, risk workshops and contractor meetings.

3.2 CWMF Stages

This role will include the review of the design team outputs across each of the stages and reporting to DCC Arts at a high-level pertaining to any commercial or programme risks that can be foreseen. The role does not include the production of the documentation noted at each stage.

Stage (i) Project Initiation /Design Team Procurement

(Applies to future call-off projects under this Framework other than the initial contract for St Werburgh's Church as this stage has already been completed by the Contracting Authority and does not form part of the appointed Commercial and Programme Oversight Service Provider's scope for that project).

This role will include the review of the design team outputs across each of the stages and reporting to DCC Arts at a high-level pertaining to any commercial or programme risks that can be foreseen

- Kick-off workshop to align roles, responsibilities and communication pathways Representing the Contracting Authority's interests with all relevant stakeholders throughout the complete project including design and construction stages
- Establish project objectives, constraints, and delivery strategy.
- Review existing information and identify statutory, heritage, and operational requirements.
- Develop project execution plans tailored to the building
- Develop detailed programmes for the project reflecting:
 - Inner-city logistics
 - Theatre-specific sequencing
 - Conservation-sensitive survey windows
- Prepare cost plans reflecting Conservation-sensitive works and specialist surveys and benchmark costs against similar cultural, heritage, and urban refurbishment projects
- Assisting with preparation of project brief and associated documentation for architect led design team
- Assisting in the procurement of the architect led design team

- Ensuring that the appointment of the architect-led design team is in line with the project's scope and the Contracting Authority's requirements
- Confirm the strategy and ensure alignment with Contracting Authority's logistical needs and operational goals.
- Establishment and management of risk register to manage and mitigate risk throughout the project
- Communications with the Contracting Authority and all relevant stakeholders

Stage (ii) Detailed Design/Design Phase Management

For St Werburgh's Church (the initial contract), the Commercial and Programme Oversight Service Provider's appointment commences at this stage.

- Coordinate with the architect-led design team to ensure that the design of the works meets the Contracting Authority's functional and operational needs.
- Ensure the design team understands the specific requirements for the building.
- Review and approve initial design concepts, providing feedback to ensure alignment with operational requirements.
- Schedule regular meetings with the design team, Contracting Authority's stakeholders, and other relevant parties to review progress, address concerns, and ensure clarity on requirements.
- Ensure that the design incorporates all necessary functional, safety, and regulatory standards.
- Ensure all statutory submissions and inspections are completed.
- Oversee the preparation and submission of any necessary planning approvals or permits that may be required for the works.
- Responsibility for ensuring the design is delivered on time and on budget in accordance with the programme and budget agreed with the Contracting Authority at inception of the project.
- Managing programme and risk throughout all stages of the Project
- Develop pre-tender estimates including:
 - Theatre systems (AV, lighting, acoustic treatments)
 - Heritage interventions (masonry repair, timber dating, intrusive surveys)
 - Complex internal sequencing and temporary works
 - Enabling Works interventions, including coordination of the Enabling Works design as part of the combined Enabling Works/Main Works tender strategy
- Cost control and reporting throughout design development
- Leading and managing the integrated design team on behalf of the Contracting Authority including ensuring the correct co-ordination of team to ensure the overall project performance expectations are met.
- Communications with the Contracting Authority and all relevant stakeholders

Stage (iii) – Tender Action, Evaluation and Award – Procurement of Contractors

For St Werburgh's Church, this stage includes management of the combined Enabling Works and Main Works tender under the Framework.

Project Management including time, programme and risk management, cost control and management of design team during procurement of Works Contractor.

- Manage the procurement process for contractors and suppliers required for the project, including tendering, evaluation, and appointment.
- Review Design Team BOQs, pricing schedules, and tender documentation.
- Manage tender queries, evaluate submissions, and prepare tender reports.
- Advise on value-engineering options without compromising compliance or heritage integrity.
- Provide advice on the evaluation and selection of contractors based on technical capability, experience, and cost competitiveness.
- Develop and manage the process to ensure favourable terms for the Contracting Authority.
- Prepare and review contracts for the works, ensuring they reflect the project scope and requirements.
- Manage the combined Enabling Works and Main Works tender process, including any framework mini-competition or call-off procedure applicable to the Enabling Works element
- Managing programme and risk throughout the stage
- Cost control and reporting and ensuring works are awarded within budget requirements
- Communications with the Contracting Authority and all relevant stakeholders

Stage (iv) – Construction Stage

- Lead weekly site meetings and issue minutes.
- Monitor construction progress, quality, safety, and statutory compliance.
- Oversee the management and resolution of technical issues including latent defects, heritage discoveries, and theatre-specific coordination.
- Responsibility for ensuring construction is delivered on time and on budget in accordance with the programme and budget agreed with DCC at inception of the project. This should take into account the full appraisal which will be completed prior to project start.
- Serve as the primary point of contact between the design team, contractors, suppliers, and the Contracting Authority, facilitating communication and decision-making.
- Conduct regular site visits to monitor progress, identify any potential issues, and ensure adherence to safety protocols and regulations.
- Manage the resolution of any design or construction-related issues, ensuring that changes are documented, authorised, and managed effectively.
- Monitor and approve contractor invoices, ensuring they align with the work completed and the project's budget.
- Track variations, evaluate claims, and maintain cost certainty.
- Ensure that any changes or variations to the scope are properly documented and managed to minimize cost or schedule impacts.
- Where Enabling Works are being delivered as an early stage/phase ahead of Main Works, coordinate sequencing and interfaces between the Enabling Works and subsequent Main Works construction.
- Programme and risk management throughout
- Cost control and management of overall project budget

- Provide monthly cost reports including forecast final account.
- Communications with the Contracting Authority and all relevant stakeholders

Stage (v) – Handover

- Coordinate theatre-specific systems commissioning (lighting, AV, acoustic treatments).
- Prior to practical completion, complete comprehensive snag lists to ensure that a high quality of finish has been achieved.
- Obtain Certification of the Works from all Sub-Consultants, Base Build Consultants, from the Main Contractor and from all appropriate Sub-contractors and Specialist Suppliers.
- Ensure that all systems and elements of the works are fully commissioned and operational, meeting the Contracting Authority's requirements.
- Coordinate the handover process, ensuring that the Contracting Authority receives all necessary documentation, including warranties, manuals, and as-built drawings.
- Ensure that the new office building is ready for occupancy and operational use on time, addressing any outstanding issues prior to handover.
- Organise a final inspection to ensure that all work is complete to the agreed specifications and quality.
- Prepare and agree final account with contractor.
- Provide full cost reconciliation and project financial close-out.
- Responsibility to ensure handover is delivered on time.
- Responsibility for compilation of safety file, operations manuals etc and any other relevant information that the stadium operator may require.
- Communications with the Contracting Authority and all relevant stakeholders
- Providing weekly updates, by way or reports, to the Contracting Authority through the design phase or/and as required by the Contracting Authority
- Prepare a routine maintenance plan for the space, including a design for safe maintenance of spaces. At the project completion submit as built drawings and maintenance manuals.